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IAS-50/73

16 March 1973

MEMORANDUM FOR: Assistant to the Deputy Director for Intelligence

SUBJECT : IAS Performance Evaluation Methods

1. This memorandum describes how IAS plans to measure its performance against objectives established for FY 74 and FY 75. We do not envision "measuring" our productivity in a normal fashion because our objectives and work in general are not readily quantifiable. Instead, we plan to evaluate our performance by using a number of different methods, each dependent upon the nature of the objective or group of objectives being evaluated.

2. Of the 16 IAS objectives described in the Imagery Analysis Service Plan for FY 75, nine are related to support of specific substantive responsibilities of the DDI and DDS&T production offices, and of the DDO. The other seven are concerned with the internal operations of IAS.

3. Objectives related to substantive responsibilities are as follows:

a. Provide SALT-Related Imagery-Derived Analysis to the Production Offices and the Special Assistant to the Director of Central Intelligence for Strategic Arms Limitation Matters

b. Support the Establishment of an MBFR Installation Data Base in Eastern Europe and Provide Needed Support to CIA in the Actual Monitoring Process

c. Provide Imagery-Derived Analysis to CIA Relevant to the Determination of Compliance or Non-Compliance Within the Terms of a Southeast Asia Cease-fire

d. Provide Imagery-Derived Analysis to the Authoritative All-Source Preliminary Assessment of Significant Information As Soon As Possible

WARNING NOTICE  
SENSITIVE INTELLIGENCE SOURCES  
AND METHODS INVOLVED

CLASSIFIED BY [REDACTED]  
Exempt from General  
Declassification Schedule of E.O. 11652,  
Exemption Category 5B(2), (3)  
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e. Assist OSR in Developing Procedures for Putting Data on [REDACTED] and Help Maintain the System Once it Becomes Operational

f. Provide Accurate and Timely Imagery-Derived Analysis in Support of Crisis Situation Reporting by CIA Production Offices. Validate Imagery-Derived Information in Draft CIA Articles and the PQR

g. Provide Detailed Imagery Analysis Responsive to the Expressed Needs of the DDI and DDS&T Production Offices

h. Provide Detailed Imagery Analysis Support to the Intelligence Collection and Operating Components of the DDO and DDS&T

i. Produce Basic Reports of Imagery-Derived Information for Multi-Agency Use as Specified in the National Tasking Plan

4. We cannot realistically "measure" our productivity as we work to accomplish these objectives. First, our estimates of the imagery resources required to support these objectives are usually tentative because the production offices cannot clearly project the exact types of support they will require from us. Secondly, our responses to the requirements subordinate to the objectives vary widely in scope and content. Thirdly, the priorities dictating where we will spend our imagery analysis resources frequently change, requiring us to continually adjust our production program.

5. We therefore choose to evaluate our performance in terms of our ability to respond to the requirements supportive to these objectives in a timely and effective manner. In order to be responsive to these requirements, we must remain cognizant of the needs of the production offices and DDO, maintain the capability and flexibility necessary to service these needs, and monitor the use of our imagery analysis resources needed for this support.

a. We remain cognizant of our requesters needs by discussing their long and short term research programs with them, and by examining in detail the types of specific requirements for imagery analysis being received in IAS.

b. By being aware of the particular needs of our requesters, we are able to respond to their requirements by our "man-the-guns" method of shifting our imagery analysis resources, and to project how many of our resources will be needed to accomplish certain tasks.

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c. We monitor how our resources are actually being used by means of our Management Information System.

6. This system enables us to analyze how much time is being spent against individual requirements, or by groups of requirements within topical or geographic areas. This process presently gives us the flexibility to adjust to CIA's changing needs for imagery analysis support, and to evaluate our performance by comparing projected and actual costs for requirements in terms of imagery analysis resources and comparing projected completion dates with actual completion dates.

7. The seven objectives that relate to personnel and our methods of operation are as follows:

a. Familiarize All Management Personnel and Selected Imagery Analysts with ADP Applications

b. Maintain an Effective Program for the Selection, Training, and Career Development of IAS Personnel

c. Search for Computer-Associated Methods for Improving the Quality and/or Timeliness of Intelligence Analysis and Production

d. Reduce the Amounts of Records Retained in IAS by 10 Percent

e. Assimilate All Incoming New Imagery by Sorting, Studying, Extracting and Filing the Imagery Needed for our Operations

f. Provide the Essential Specialized Services and Management for IAS to Fulfill its Objectives

g. Investigate and Acquire Exploitation Equipment Needed for IAS to Achieve its Objectives in the Most Efficient Manner

8. Because these objectives vary considerably in nature, we must use different ways to evaluate our efforts to accomplish them.

a. The objectives dealing with training and career development can be measured by comparing projected programs with what is actually accomplished.

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- b. Our research into finding ways computers can improve the quality and timeliness of our production can be measured by the value of new methods for analysis we devise and by the subsequent savings in manhours.
- c. Our records reduction can be measured directly by means of our annual records survey.
- d. Assimilation of new imagery cannot be measured directly as it is a direct function of the quality of film we receive. Our approach here will be to insure we are assimilating only that imagery relevant to areas of highest priority to CIA, and to find ways to insure this process is being done in the most efficient manner possible.
- e. The specialized services can be evaluated by their ability to provide the various types of support necessary to the operations of IAS.
- f. The productivity of management structure of IAS can be measured by its ability to respond to the various DDI and IAS objectives.
- g. We can only indirectly measure productivity in the field of exploitation equipment by evaluating our ability to find solutions to problems that arise.



GEORGE W. ALLEN  
Director  
Imagery Analysis Service

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